

# **GLEN CANYON NATIONAL RECREATION AREA**

## **FOOD & BEVERAGE COMPARABILITY SURVEY**



**AUGUST/SEPTEMBER 2009**

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#### **Attachments:**

##### **A. Concessioners:**

- **Lake Powell Resorts & Marinas managed by ARAMARK Sports and Entertainment Services, Inc. operates:**

Lake Powell Resort (Rainbow Room, Java City Coffee, Bene Pizzeria, Pool Bar, Driftwood Lounge)  
Wahweap Marina Snack Bar (Castle Rock Cafe)  
Dangling Rope Marina Snack Bar  
Bullfrog Marina (Anasazi Restaurant, Kiva Lounge, Snack Bar)  
Halls Crossing Marina Snack Bar

- **Antelope Point Holdings, LLC operates:**

Ja'di'Tooh Restaurant  
Sandbar Lounge  
Grandma Betty's

##### **B. Comparable Facility Information**

1. Canyon Plaza Resort – Tusayan, AZ
2. The Grand Hotel – Tusayan, AZ
3. BW Grand Canyon Squire Inn – Tusayan, AZ
4. Little America Hotel – Flagstaff, AZ
5. Cameron Trading Post – Cameron, AZ
6. Holiday Inn – Kayenta, AZ
7. Goulding's Lodge & Tours – Monument Valley, UT
8. The View Hotel – Monument Valley, UT
9. Red Cliffs Lodge – Moab, UT
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4. Hampton Inn – Kayenta, AZ
5. Sandstone Inn & Restaurant – Torrey, UT



## **I. INTRODUCTION**

### **2009 FOOD & BEVERAGE COMPARABILITY ANALYSIS GLEN CANYON NATIONAL RECREATION AREA**

The following food and beverage comparability analysis was completed by Business Management to obtain a base for future rate requests/approvals for all food and beverage operations.

During the weeks of August 17 & August 31, 2009, representatives from the National Park Service (NPS) and ARAMARK Lake Powell Resorts and Marinas (ARAMARK) visited food and beverage operations in Arizona and Utah. The potential comparable locations offering food and beverage services were determined jointly by the NPS, Antelope Point Holdings, and ARAMARK officials prior to the on-site visits.

The survey team included the following individuals:

Jacki Blais, Downlake Concessions Specialist, Glen Canyon NRA  
Julie Drugatz, Uplake/Antelope Pt. Concessions Specialist, Glen Canyon NRA  
Karen Rinker, Rate Coordinator, ARAMARK Lake Powell Resorts & Marinas

This comparability analysis and survey was compiled in accordance with the National Park Service Concessions Management Improvement Act of 1998, P.L. 105-391, 112 Stat. 3596, 16 U.S.C. which states:

#### **Sec. 406. Reasonableness of Rates.**

Sec. (a). Each concession contract shall permit the concessioner to set reasonable and appropriate rates and charges for facilities, goods, and services provided to the public, subject to approval under subsection (b).

Sec. (b). A concessioner's rates and charges to the public shall be subject to approval by the Secretary. The approval process utilized by the secretary shall be as prompt and as unburdensome to the concessioner as possible and shall rely on market forces to establish reasonableness or rates and charges to the maximum extent practicable. The Secretary shall approve rates and charges that the Secretary determines to be reasonable and appropriate. Unless otherwise provided in the contract, the reasonableness and appropriateness of rates and charges shall be determined primarily by comparison with those rates and charges for facilities, goods, and services of comparable character under similar conditions, with due consideration to the following factors and other factors deemed relevant by the Secretary: length of season, peak loads, average percentage of occupancy, accessibility, availability and costs of labor and materials, and type of patronage. Such rates and charges may not exceed the market rates and charges for comparable facilities, goods, and services, after taking into account the factors referred to in the preceding sentence.

In addition, the 2006 National Park Service Management Policies, Chapter 10, provides the following guidance:



#### **10.2.4.7 Rates.**

The National Park Service must approve all rates charged to visitors by concessioner. The reasonableness of a concessioner's rates and charges to the public will, unless otherwise provided in the contract, be judged primarily on the basis of comparison with current rates and charges for facilities and services of comparable character under similar conditions. Due consideration will be given to length of season, provision of peak loads, average percentage of occupancy, accessibility, availability and costs of labor and materials, type of patronage and other factors deemed significant by the Director.

There are six rate approval methods that the Superintendent may use when reviewing a concessioner's rate request. Each of these methods conforms to and is in compliance with the Concessions Policy Act of 1998 (PL 105-391). The rate approval method used for this survey is the Direct Comparability Method.

The Direct Comparability Method consists of two processes; the Full Review and the Limited Review. The Full Review is the process used for this comparability survey and required on-site collection of information from businesses that were identified as potential comparables and most similar to the concession operations. This information was analyzed and those properties determined to be most similar will be used as actual comparables in the assessment of concessioner's rate requests.

On-site visits to collect information included the following potential comparable food and beverage services:

1. Canyon Plaza Resort	Tusayan, AZ	<a href="http://www.grandcanyonplaza.com">www.grandcanyonplaza.com</a>
2. The Grand Hotel	Tusayan, AZ	<a href="http://www.grandcanyongrandhotel.com">www.grandcanyongrandhotel.com</a>
3. BW Grand Canyon Squire Inn	Tusayan, AZ	<a href="http://www.grandcanyonsquire.com">www.grandcanyonsquire.com</a>
4. Little America Hotel	Flagstaff, AZ	<a href="http://www.littleamerica.com">www.littleamerica.com</a>
5. La Posada Hotel	Winslow, AZ	<a href="http://www.theturquoiseroom.net">www.theturquoiseroom.net</a>
6. Radisson Poco Diablo Resort	Sedona, AZ	<a href="http://www.radisson.com/sedonaaz">www.radisson.com/sedonaaz</a>
7. Los Abrigados Resort	Sedona, AZ	<a href="http://www.ilxresorts.com">www.ilxresorts.com</a>
8. Cameron Trading Post	Cameron, AZ	<a href="http://www.camerontradingpost.com">www.camerontradingpost.com</a>
9. Hampton Inn	Kayenta, AZ	<a href="http://www.hampton.com">www.hampton.com</a>
10. Holiday Inn	Kayenta, AZ	<a href="http://www.holiday-inn.com/kayentaaz">www.holiday-inn.com/kayentaaz</a>
11. Goulding's Lodge & Tours	Monument Valley, UT	<a href="http://www.gouldings.com">www.gouldings.com</a>
12. The View Hotel	Monument Valley, UT	<a href="http://www.monumentvalleyview.com">www.monumentvalleyview.com</a>
13. Red Cliffs Lodge	Moab, UT	<a href="http://www.redcliffslodge.com">www.redcliffslodge.com</a>
14. Sandstone Inn & Restaurant	Torrey, UT	<a href="http://www.sandstonecapitolreef.com">www.sandstonecapitolreef.com</a>
15. BW Ruby's Inn	Bryce Canyon City, UT	<a href="http://www.rubysinn.com">www.rubysinn.com</a>

\*\*\* Information was also collected for the following restaurants, coffee bars, pizzerias, and snack bars not affiliated with lodging facilities that will be utilized for determining rates for the concessioners' food and beverage operations.

### **Local Area – Page, Arizona**

- Courtyard by Marriott – Pepper’s Restaurant
- Dam Bar & Grille
- Blue Buddha Sushi
- Stromboli’s Restaurant and Pizzeria
- Canyon King Pizzeria
- Beans Gourmet Coffee House
- River’s End Café
- RD’s Drive-In
- Bonkers Restaurant
- Pinciotti’s Italian Cuisine/Zapatas

### **Flagstaff, AZ**

- Buster’s Restaurant
- Beaver Street Brewery
- Little America Travel Center

### **Moab, UT**

- Pasta Jays
- Zak’s Pizza
- Eklecti Café (Coffee Bar)
- Eddie McStiff’s (Pizza)

### **Torrey, UT**

- Castle Rock Coffee & Candy

### **Kanab, UT**

- Lotsa Motsa Pizza
- Linda Lea’s (Coffee Bar)
- Laid Back Larry’s (Coffee Bar)
- The Three Bears

## **II. SELECTION OF COMPARABLES METHODOLOGY**

As directed by Director's Order NPS-48 4.3 Rate Approval Program, a list of criteria were used to determine which of the facilities visited would be selected as most similar/comparable to the concessioner's food and beverage operations. These criteria have numeric values when added together support decisions in determining the most similar/comparable facilities. After the actual comparables are identified, further analysis will consider Extra Quality features (EQF) to determine where the concessioner fits among the comparable properties food & beverage operations and range of rates.

### **CRITERIA**

- 1. Competition**
- 2. Seasonality**
- 3. Similar Area**
- 4. Similar Clientele**
- 5. Facility Characteristics**
- 6. Similar Number of Restaurant Seats**
- 7. Similar Menu & Number of Meals**

Also included is a review of EQF's. These are additional features/attributes that add merit, but are not assigned a numeric value. EQF's are not intended to be used in the process of selecting actual comparables but only to analyze the variables between the concessioners and comparables.

- Decor- Represent Local Area
- Compliance - ADA
- Air Conditioning
- Accommodate Tour Groups
- Takeout Service Available
- Complimentary Coffee - Lobby
- Children's Menu
- Pay At Table vs. Cashier
- Accepts Reservations
- Major Credit Cards Accepted
- Linen Tablecloths (Dinner)
- Glass/Paper/Plastic Cups
- Single-Serve/Flatware
- Wine/Beer/Drink Menu
- Dessert Menu
- PHS - Undercooked Message



### **III. ANALYSIS AND DETERMINATION**

**The following food and beverage comparables were selected based on the criteria as the most similar/comparable to the concessioners, Antelope Point Holdings and ARAMARK Lake Powell Resorts & Marinas operations. All selections were determined under the Direct Comparability/Full Review process that requires the National Park Service to collect information/documentation from businesses outside of the recreation/park area.**

#### **Lake Powell Resort Rainbow Room/Driftwood Lounge**

Based on the data collected, reviewed and analyzed for the 2009 Food & Beverage Comparability Study the following comparables will be used in the evaluation and core menu processes for the Rainbow Room and Driftwood Lounge menus: Canyon Plaza Resort, Tusayan, AZ; The Grand Hotel, Tusayan, AZ; Best Western Grand Canyon Squire Inn, Tusayan, AZ; Little America, Flagstaff, AZ; Goulding's, Monument Valley, UT; Red Cliffs Lodge, Moab, UT; and Ruby's Inn, Bryce Canyon City, UT. Lake Powell Resort and Driftwood Lounge received 70 criteria points, and the above named properties all received the same 70 criteria point rating. The criteria "Similarity of Operations" was an important determining factor during this process as the size of the operation sets precedents for comparables with a similar size operation. The remaining six criteria factors as required were important in the definition of the final selected comparables. The other properties visited will be used as reference comparables in the event one or more of the seven selected properties change.

#### **Bullfrog Marina - Anasazi Restaurant/Kiva Lounge**

Based on the data collected, reviewed and analyzed for the 2009 Food & Beverage Comparability Study the following comparables will be used in evaluation and core menu processes for the Bullfrog Marina's Anasazi Restaurant and Kiva Lounge menus: Holiday Inn, Kayenta, AZ; Goulding's, Monument Valley, UT; Cameron Trading Post, Cameron, AZ; Canyon Plaza Resort, Tusayan, AZ; and Ruby's Inn, Bryce Canyon City, UT. The Anasazi Restaurant & the Kiva Lounge received 70 criteria points, and the above named properties all received the same 70 criteria point rating with the exception Cameron Trading Post received 68 criteria points. The criteria "Similarity of Operations" was an important determining factor during this process as the size of the operation sets precedents for comparables with a similar size operation. The remaining six criteria factors as required were important in the definition of the final selected comparables. The other properties visited will be used as reference comparables in the event one or more of the five selected properties change.

#### **Antelope Point Marina - Ja'di'Tooh Restaurant/Sandbar Lounge**

Based on the data collected, reviewed and analyzed for the 2009 Food & Beverage Comparability Study the following comparables will be used in evaluation and core menu processes for the Antelope Point Marina Ja'di' Tooh Restaurant and Sandbar Lounge menus: Holiday Inn, Kayenta, AZ; Goulding's, Monument Valley, UT; Cameron Trading Post, Cameron, AZ; Canyon Plaza Resort, Tusayan, AZ; The View, Monument Valley, UT; Red Cliffs Lodge, Moab, UT, and Ruby's Inn, Bryce Canyon City, UT. The Ja'di' Tooh Restaurant and Sandbar Lounge received 70 criteria points, and The View received 69 criteria points, Red Cliffs Lodge received 68 and the rest of the above named properties all received the same 67 criteria point rating with the exception Cameron Trading Post received 68 criteria points. The criteria "Similarity of Operations" was an important determining factor during this process as the size of

the operation sets precedents for comparables with a similar size operation. The remaining six criteria factors as required were important in the definition of the final selected comparables. The other properties visited will be used as reference comparables in the event one or more of the seven selected properties change.

**Lake Powell Resort -Bene Pizza; Lake Powell Resort - Java City Coffee; Wahweap and Dangling Rope Marinas - Snack Bars; Bullfrog and Halls Crossing Marinas - Snack Bars Antelope Point Marina - Gramma Betty's, Pizza Services, and the Marina Store Snack Bar**

The additional smaller food and beverage operations for the concessioners' were also reviewed and analyzed resulting in a overall collection of information being established for a NPS database. It is determined that criteria assessment doesn't set apart one solid base of comparables for similar concession operations. These operations are smaller in nature and general requirements are menu items for core menu selection and portion size determinations. Therefore, criteria spreadsheets will not be incorporated into this study for Bene' Pizza, Java City Coffee, marina(s) snack bar operations, or Antelope Point's Gramma Betty's Pizza Services, and the retail snack bar. The NPS will utilize the regional and local markets menu database in determining the most similar menu items by size, item and portion served.

## **A. CONCESSIONERS**

**Lake Powell Resorts & Marinas**

**Antelope Point Marina, LLC.**



**LAKE POWELL RESORTS & MARINAS managed by ARAMARK SPORTS  
AND ENTERTAINMENT SERVICES, INC.**

**Lake Powell Resort**  
**P.O. Box 1597**  
**Page, Arizona 86040**  
**Phone: 928-645-1125**  
**Fax: 928-645-1031**  
**Reservations: 800-528-6154**

[www.lakepowell.com](http://www.lakepowell.com)

Lake Powell Resorts and Marinas provides the following visitor services within Glen Canyon National Recreation Area: overnight accommodations, food and beverage services, retail outlets, marinas with water-based fuel, moorage, marina stores, campground/RV Park, boat tours, gas station, and boat rentals. Food and beverage services include the Rainbow Room, Driftwood Lounge, Wahweap & Dangling Rope Marinas snack bars, Java City Coffee and Bene Pizzeria (40 inside seating and 20 outdoor seating).



The Lake Powell Resort Rainbow Room is a full service dining room with seating for 225 guests. Guests can opt for a wide range of menu selections for breakfast, lunch, dinner. Dinner reservations can be made in advance, but are not required. Adjacent to the Rainbow Room, the Driftwood Lounge (60 seats) offers a Pub-style menu in a

more informal atmosphere. Room service is also available; guests can dine in the comfort of their lodging room or private patio/balcony.



**Bullfrog Marina**  
**P.O. Box 4055**  
**Bullfrog, Utah, 84533**  
**Phone: 435-684-3032**  
**Fax: 435-684-3114**  
**Reservations: 800-528-6154**

[www.lakepowell.com](http://www.lakepowell.com)

Bullfrog Marina offers fuel (land and water), wet and dry vessel moorage, marina stores, overnight accommodations, (lodge, family units, campground and RV park) food and beverage (restaurant), retail outlets, boat and auto services, rental boats (houseboat, small boat, PWC and water toys). The Anasazi Restaurant is a full service dining room with seating for 100 plus. The Kiva Lounge is located next to the restaurant and seats 30.





## ANTELOPE POINT HOLDINGS, LLC.

**Antelope Point Marina**  
**P.O. Box 880**  
**Page, Arizona 86040**  
**Phone: 928-645-5900**  
**Fax: 928-645-5914**  
**Reservations:**  
**[www.antelopepointlakepowell.com](http://www.antelopepointlakepowell.com)**

Antelope Point Marina provides a full range of visitor services within the Glen Canyon National Recreation Area: a floating marina village offers a full service restaurant and lounge, snack bar, rental houseboats and small boats, fuel, marina store, and rental slips. The Ja'di' Tooh Restaurant offers wood fired pizza, seasonal breakfast buffet, Sandbar Lounge seating capacity of over 300. Gramma Betty's interior/exterior walkup services for coffee and ice cream. The Marina Village complex offers a retail snack bar at the Market Place marina store.





**Canyon Plaza Resort**  
406 Canyon Plaza Lane  
P.O. Box 520  
Grand Canyon, AZ 86023  
Phone: 928-638-2673  
Fax: 928-638-9537  
Reservations: 800-995-2521

[www.grandcanyonplaza.com](http://www.grandcanyonplaza.com)

The Canyon Plaza Resort offers guest rooms, a restaurant and lounge, southwestern gift shop, (seasonal) outdoor pool and hot tub, a business center, airport shuttle, an indoor spa and complimentary continental breakfast. Their location next to the South Rim of the Grand Canyon allows guests to enjoy an abundance of recreational activities.



JJK's restaurant features a full service menu with breakfast, lunch, dinner or breakfast, lunch and dinner buffets along with a children's menu. Guests have the opportunity to dine either in JJK's restaurant or in the garden atrium.

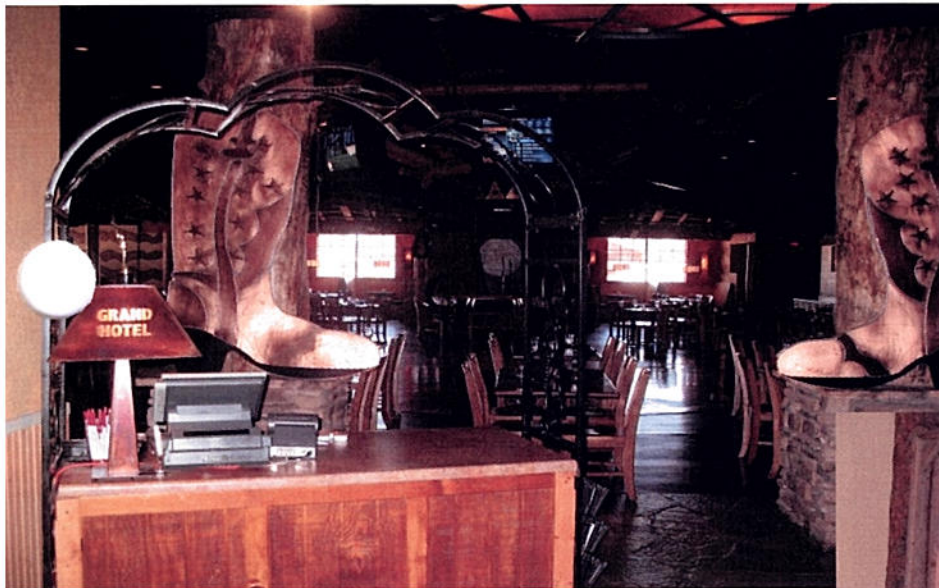




**The Grand Hotel**  
 149 State Highway 64  
 P.O. Box 3319  
 Grand Canyon, AZ 86023  
 Phone: 928-638-3333  
 Fax: 928-638-3131  
 Reservations: 888-634-7263  
 (888-63-GRAND)

[www.grandcanyongrandhotel.com](http://www.grandcanyongrandhotel.com)

The Grand Hotel is located near the South Rim of the Grand Canyon in Tusayan, Arizona. The hotel offers guestrooms, restaurant/lounge, gift shop, lobby coffee shop with Starbucks coffee drinks and pastries, indoor heated swimming pool & hot tub, fitness center, business center, and meeting rooms.



The Canyon Star Restaurant seats 350 guests and serves breakfast, lunch, and dinner with an adjacent lounge, Canyon Star Saloon & Sports Bar featuring late-night fun and entertainment. The restaurant also offers box lunches.



We Proudly Brew  
STARBUCKS COFFEE

HOT DRINKS	TALL	GRANDE	VENTI	ESPRESSO DRINKS	SINGLE	DOPPIO	TRIPLE
Coffee of the Day	1.50	1.75	1.80	Espresso	1.45	1.75	2.30
Coffee Latte	2.65	3.20	3.50	Espresso Macchiato	1.55	1.85	2.40
Cappuccino	2.65	3.15	3.45	Espresso Con Panna	1.55	1.85	2.40
Caramel Macchiato	3.00	3.50	3.80				
Coffee Mocha	2.95	3.50	3.80	ICED DRINKS	TALL	GRANDE	VENTI
White Chocolate Mocha	3.15	3.80	4.20	Coffee Latte	2.25	2.75	3.00
Americano	1.85	2.15	2.50	Coffee Mocha	2.45	2.95	3.20
Tea Chai Tea Latte	2.45	3.15	3.55	Caramel Macchiato	2.65	3.15	3.40
Peppermint Apple Cider	2.50	2.75	2.85	Americano	1.60	2.10	2.35
Hot Chocolate	2.20	2.45	2.60	Chai Tea Latte	2.45	2.95	3.20
Hot Tea	1.30	1.65	1.75				
FRAPPE	PRICE			CREAMICE BLENDED DRINKS	GRANDE		
Espresso	0.55			Mocha			
Vanilla	0.30			Latte (with the			
Caramel	0.35						



**Best Western Grand Canyon Squire Inn**  
Highway 64, P.O. Box 130  
Grand Canyon, AZ 86023  
Phone: 928-638-2681  
Fax: 928-638-2782  
Reservations: 800-622-6966

[www.grandcanyonsquire.com](http://www.grandcanyonsquire.com)

The Best Western Grand Canyon Squire Inn located outside of the Grand Canyon provides a full range of amenities. The Squire Inn offers guest rooms, a full-service restaurant, café, lounge, outdoor swimming pool, tennis courts, indoor spa/sauna, fitness center, bowling alley and a game (billiard) room and business meeting facilities.



The resort's Coronado Dining Room (seating for 100) is open nightly for dinner and offers a selection of fine wines along with a full selection of entrées. Breakfast and lunch (including a children's menu) are served daily in the Canyon Café (seating for 105). The Saguaro Sports Bar & Grill and Fireside Lounge offer a selection of southwestern appetizers, sandwiches and pizza and cocktails.





**The Little America Hotel**  
**2515 East Butler Avenue**  
**Flagstaff, AZ 86004**  
**Phone: 928-779-7900**  
**Fax: 928-779-7957**  
**Reservations: 800-435-2492**

[www.littleamerica.com](http://www.littleamerica.com)

Little America Hotel offers guest rooms, a full service restaurant, lounge, swimming pool and hot tub, gift shop, boutique, fitness center, business center, conference & banquet facilities, a travel center that includes convenience store, fuel center, garage services, driver amenities, and a 24- hour hot grill & deli. In-room dining is available as well.



The Western Gold Restaurant (seating 280) offers a full service breakfast, lunch, and dinner menu and breakfast and luncheon buffets Monday through Friday. Guests can enjoy a selection of beverages and appetizers in the Tiffany Tree Lounge (seating 100) and Happy Hour specials Monday through Friday.





**Cameron Trading Post**  
**P.O. Box 339**  
**Cameron, Arizona 86020**  
**Telephone: 928-679-2231**  
**Fax: 928-679-2350**  
**Reservations: 800-338-7385**

[www.camerontradingpost.com](http://www.camerontradingpost.com)

Cameron Trading Post offers guest lodging, a restaurant, gift shop, gas station, post office and other amenities. The full-service restaurant menu is a mingling of American, Mexican and local cuisine serving up breakfast, lunch and dinner.

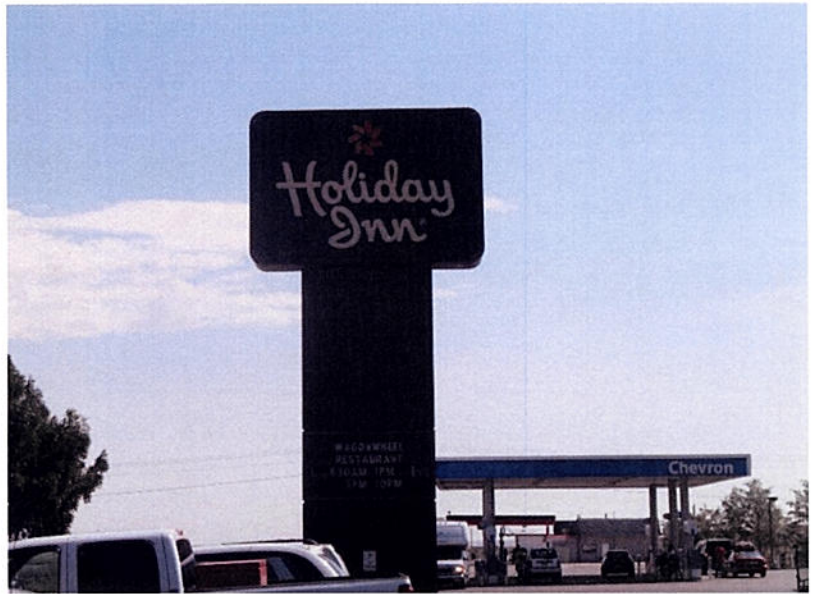




**Holiday Inn – Monument Valley**  
**Junction US Highway 160 & 163**  
**P.O. Box 307**  
**Kayenta, Arizona 86033**  
**Telephone: 928-697-3221**  
**Fax: 928-697-3349**  
**Reservations: 1-800-HOLIDAY (800-465-4329)**

[www.holidayinnkayenta.com](http://www.holidayinnkayenta.com)

The Holiday Inn offers a full service restaurant featuring both authentic Native American Cuisine and Traditional American. Breakfast buffet, lunch and dinner served daily. In-room dining is available. Other services include 163 guest rooms, gift shop, fitness center, guest laundry, and other amenities.

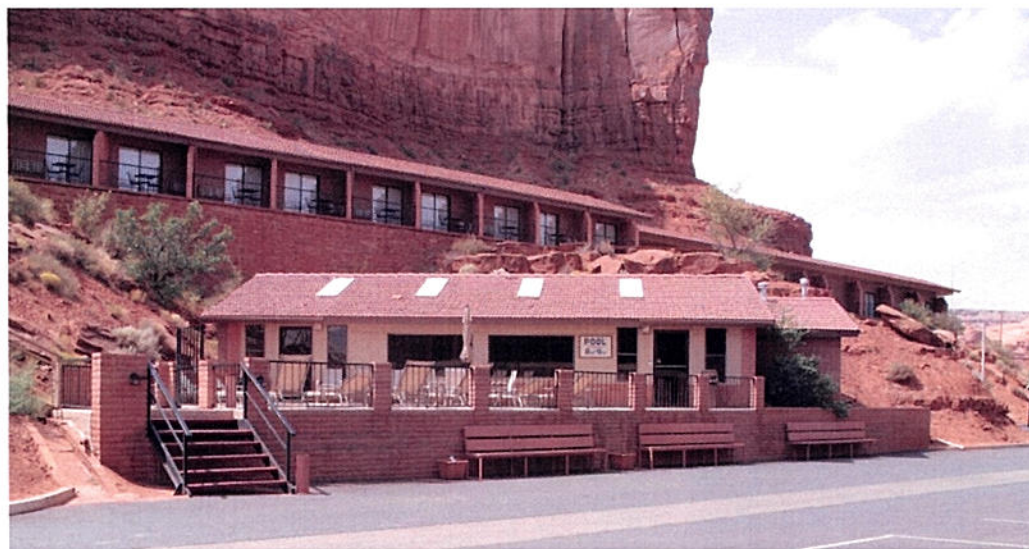




**Goulding's Lodge**  
**P.O. Box 360001**  
**Monument Valley, Utah 84536**  
**Telephone: 435-727-3231**  
**Fax: 435-727-3344**

[www.gouldings.com](http://www.gouldings.com)

The Goulding's Lodge, open year-round, is located just inside the Arizona/Utah border adjacent to the Navajo Tribal Park in Monument Valley, Utah. Goulding's offers lodging (60 rooms and 8 apartments for families), dining, gift shop, convenience store, gas station, campground services, museum, and other amenities. The Stagecoach Dining Room is a full-service dining room (180 seats) offering breakfast, lunch, dinner and children's menu.



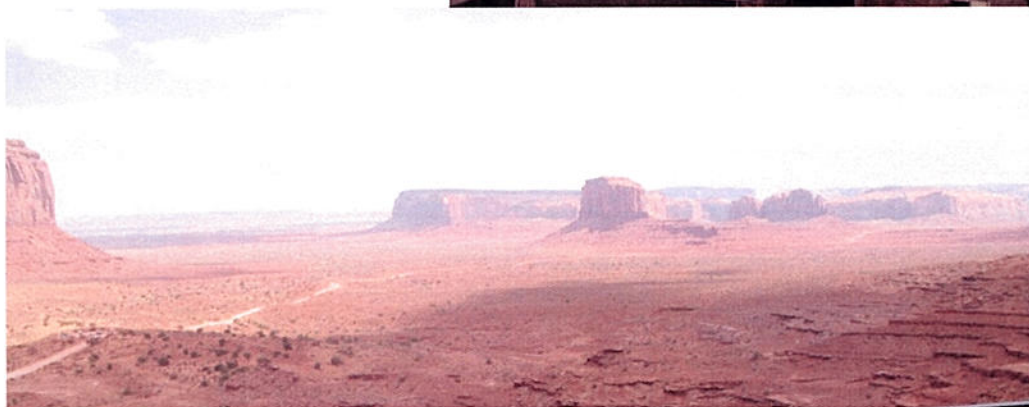


**The View Hotel**  
**P.O. Box 360457**  
**Monument Valley Tribal Park, Utah**  
**84536**  
**Telephone: 435-727-5555**  
**Fax: 435-727-4545**

[www.monumentvalleyview.com](http://www.monumentvalleyview.com)



The View Hotel (built in 2008) located in Monument Valley Tribal Park offers 92 guest rooms and a full-service restaurant (230 seats if all areas open), gift shop and other amenities. The restaurant features breakfast, lunch (take out items) and dinner. Traditional Navajo favorites and American cuisine make up the varied menu choices.





**Red Cliffs Lodge**  
**Mile 14 on Scenic Highway 128**  
**Moab, UT 84532**  
**Phone: 435-259-2002**  
**Fax: 435-259-5050**  
**Reservations: 866-812-2002**

[www.redcliffslodge.com](http://www.redcliffslodge.com)

The Red Cliffs Lodge is a resort on the banks of the Colorado River outside of Moab, Utah. Guest services include a full service restaurant with indoor (100) and outdoor (92) seating, Castle Creek Winery, guest rooms, outdoor pool & spa, exercise facility, and other amenities.



The Wild Horse Bar, and the Cowboy Grill, a terraced dining room offers breakfast and a full dinner menu. The dining room is not open for lunch, but offers picnic lunches. Room service is also available.





**Best Western Ruby's Inn**  
1000 South Highway 63  
Bryce Canyon City, UT 84764  
Phone: (435) 834-5341  
Fax: (435) 834-5265  
Reservations: (866) 866-6616

[www.rubysinn.com](http://www.rubysinn.com)

Best Western Ruby's Inn is located outside of Bryce Canyon National Park on highway 63. Open year-round, Ruby's offers a multitude of visitor accommodations and activities.



Ruby's Inn has two restaurants, the Cowboy's Buffet & Steak Room (376 seats) and the Canyon Diner (60 seats). The Cowboy's Buffet & Steak Room is a full-service restaurant offering guests a western-style cuisine with entrées for breakfast, lunch and dinner. A western buffet and children's menus are available as well. The Canyon Diner features western food and pizza. The diner is open from April to October. Ebenezers Barn and Grill opened in 2009 offering visitors another option for dinner and entertainment.





## 2009 FOOD and BEVERAGE COMPARABILITY STUDY - Lake Powell Resort

The following criteria are used to determine comparability when using the direct full review approval method of rate approval.

COMPARABLE OPERATIONS	Lake Powell Resort	Canyon Plaza Resort	The Grand Hotel	GC Squire Inn	Little America	La Posada Hotel	Radisson Poco Diablo	Goulding's Lodge	The View Hotel	Red Cliffs Lodge	Ruby's Inn
1. COMPETITION (10)	10	10	10	10	10	10	10	10	10	10	10
2. SEASONALITY Year Round Operation (10) Seasonal Close (5)	10	10	10	10	10	10	10	10	10	10	10
3. SIMILAR AREA Destination (10) Rural (5) Urban (3)	10	10	10	10	10	10	10	10	10	10	10
4. SIMILAR CLIENTELE Vacationing Public (10) Business/Corporate (5)	10	10	10	10	10	10	10	10	10	10	10
5. FACILITY CHARACTERISTICS Building Type Single Story (3) Low Rise Two Story (2) High Rise 3+ Story (1) Age of Facility 1960 and Newer (3) 1959 and Older (0)	3	3	3	3	3	2	2	3	2	3	3
Construction Type Frame Wood (4) Masonry/Steel (2) Other (1)	4	4	4	4	4	1	4	4	2	4	4
6. SIMILAR NUMBER OF SEATS 175 and Over (10) 174 and Under (5)	10	10	10	10	10	5	5	10	10	10	10
7. SIMILAR MENU & NUMBER OF MEALS Full Service B/L/D (10) Seasonal Service B/L/D (5) Cafeteria/Buffer (3)	10	10	10	10	10	10	10	10	10	10	10
TOTAL CRITERIA POINTS	70	70	70	70	70	58	64	70	67	70	70

## 2009 FOOD and BEVERAGE COMPARABILITY STUDY - Lake Powell Resort

[illegible]



# 2009 FOOD and BEVERAGE COMPARABILITY STUDY - Bullfrog Marina

The following criteria are used to determine comparability when using the direct full review approval method of rate approval.

COMPARABLE OPERATIONS		Bullfrog Marina Anasazi	Hampton Inn Kayenta	Holiday Inn Kayenta	Goulding's Lodge	Sandstone Inn	Cameron Trading Post	Canyon Plaza Resort	Ruby's Inn (BW)	
1. COMPETITION (10)		10	10	10	10	10	10	10	10	
2. SEASONALITY Year Round Operation (10) Seasonal Close (5)		10	10	10	10	10	10	10	10	
3. SIMILAR AREA Destination (10) Rural (5) Urban (3)		10	10	10	10	10	10	10	10	
4. SIMILAR CLIENTELE Vacationing Public (10) Business/Corporate (5)		10	10	10	10	10	10	10	10	
5. FACILITY CHARACTERISTICS Building Type Single Story (3) Low Rise Two Story (2) High Rise 3+ Story (1) Age of Facility 1984 & newer (3) 1960-1983 (2) 1959 and older (1)		3	1	3	3	3	3	3	3	
Construction Type Frame Wood (4) Masonry/Steel (2) Other (1)		4	4	4	4	4	4	4	4	
6. SIMILAR NUMBER OF SEATS 100 - Over (10) 99 & Under (5)		10	5	10	10	5	10	10	10	
7. SIMILAR MENU & NUMBER OF MEALS Full Service B/L/D (10) Seasonal Service B/L/D (5) Cafeteria/Buffer (3)		10	10	10	10	10	10	10	10	
TOTAL CRITERIA POINTS		70	63	70	70	65	68	70	70	

## 2009 FOOD and BEVERAGE COMPARABILITY STUDY - Bullfrog Marina

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## 2009 FOOD and BEVERAGE COMPARABILITY STUDY - Antelope Point

The following criteria are used to determine comparability when using the direct full review approval method of rate approval.

COMPARABLE OPERATIONS	Antelope Point Ja'diTooh	Canyon Plaza Resort	Hampton Inn Kayenta	Holiday Inn Kayenta	Cameron Trading Post	Goulding's Lodge	The View Hotel	Red Cliffs Lodge	Ruby's Inn (BW)
1. COMPETITION (10)	10	10	10	10	10	10	10	10	10
2. SEASONALITY Year Round Operation (10) Seasonal Close (5)	10	10	10	10	10	10	10	10	10
3. SIMILAR AREA Destination (10) Rural (5) Urban (3)	10	10	10	10	10	10	10	10	10
4. SIMILAR CLIENTELE Vacationing Public (10) Business/Corporate (5)	10	10	10	10	10	10	10	10	10
5. FACILITY CHARACTERISTICS Building Type Single Story (3) Low Rise Two Story (2) High Rise 3+ Story (1) Age of Facility 2000 and Newer (3) 1999 and Older (0)	3	3	1	3	3	3	2	3	3
Construction Type Masonry/Steel (4) Frame Wood (2) Other (1)	4	2	2	2	2	2	4	2	2
6. SIMILAR NUMBER OF SEATS 200 and Over (10) 199 and Under (5)	10	10	5	10	10	10	10	10	10
7. SIMILAR MENU & NUMBER OF MEALS Full Service B/L/D (10) Seasonal Service B/L/D (5) Cafeteria/Buffer (3)	10	10	10	10	10	10	10	10	10
TOTAL CRITERIA POINTS	70	67	60	67	67	67	69	68	67

## 2009 FOOD and BEVERAGE COMPABILITY STUDY - Antelope Point

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**La Posada Hotel**  
**303 East 2nd Street**  
**Winslow, Arizona 86047**  
**Phone: 928-289-4366**  
**Fax: 928-289-3873**

[info@laposada.org](mailto:info@laposada.org)

The La Posada Hotel offers guest rooms, the Turquoise Room restaurant, Espresso Bar and Martini Lounge, a trading post, and museum. The restaurant seats 100 people with the adjoining Espresso Bar and Martini Lounge seating another 20. The Turquoise Room is a full-service restaurant serving breakfast, lunch and dinner along with dessert and wine menus. Box lunches are also available.

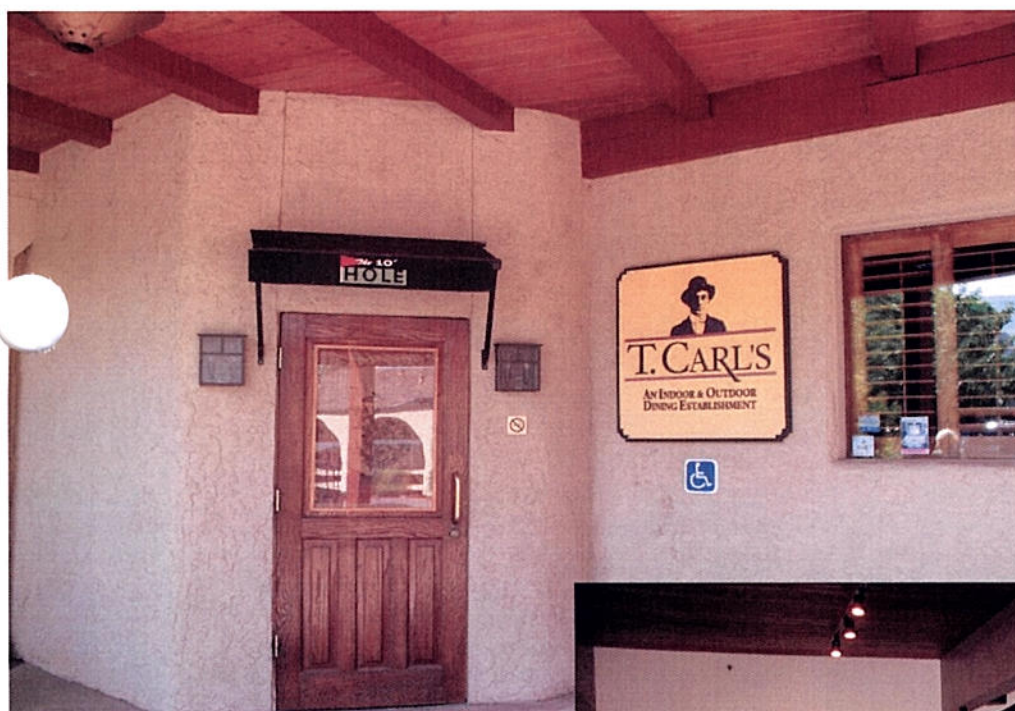




**Radisson Poco Diablo Resort**  
1752 South State Route 179  
Sedona, Arizona 86336  
Phone: 928-282-7333  
Fax: 928-282-9712  
Reservations: (800)395-7046

[www.radisson.com/sedonaaz](http://www.radisson.com/sedonaaz)

The Radisson Poco Diablo Resort provides a variety of visitor services including guestrooms, restaurant and sports bar & grill, cocktail lounge, meeting & banquet facilities along with outdoor recreational services/amenities.



The resort's T. Carl's Restaurant offers breakfast, lunch, and dinner, including a children's menu and a large selection of wines, are served up daily offering both indoor and outdoor dining. The 10<sup>th</sup> Hole Sports Bar & Grill has a full food and beverage menu as well. In-room dining is available daily.

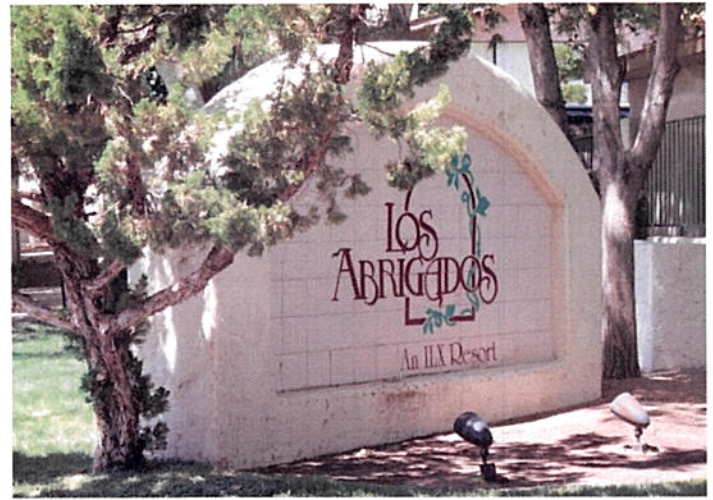




**Los Abridados Resort & Spa**  
160 Portal Lane  
Sedona, Arizona 86336  
Phone: 928-282-1777

[www.ilxresorts.com](http://www.ilxresorts.com)

The Los Abridados Resort & Spa is an ownership resort. The resort is affiliated with IXL Vacation Ownership Resorts. The resort offers a number of guest services including restaurants, guest suites, golf course, the Sedona Spa,



and other amenities. The Joey Bistro restaurant is open for dinner only and offers Italian dishes. The Stakes & Sticks Sports Bar & Celebrity Grill offers breakfast, lunch and dinner with breakfast served 7:30a.m. to 11:00a.m. daily.





**Hampton Inn**  
**US Highway 160**  
**P.O. Box 1219**  
**Kayenta, Arizona 86033**  
**Telephone: 928-697-3170**  
**Fax: 928-697-3189**  
**Reservations: 1- 800-hampton**  
**(800-426-7866)**

[www.monumentvalleyonline.com](http://www.monumentvalleyonline.com)

The Kayenta Hampton Inn offers 73 lodging rooms, outdoor heated pool, Reuben Heflin Restaurant, Kayenta Trading Company gift shop, and other amenities. The restaurant seats 110 guests and features nightly dinners such as steak, shrimp, pasta, pizza and Native American traditional selections. Box lunches are also available.





**Sandstone Inn & Restaurant**

**955 E. SR-24**

**P.O. Box 750208**

**Torrey, Utah 84775**

**Telephone: 435-425-3775**

**Fax: 435-425-3212**

**[www.sandstonecapitolreef.com](http://www.sandstonecapitolreef.com)**

The Sandstone Inn guest services include 50 guest rooms, a full-service restaurant, pool & spa, and other amenities. The restaurant (85 seats) features breakfast, lunch and dinner with everything from steaks to pasta and burgers.

